



**U.S.ARMY**

# Advanced Planning Briefing To Industry ACC-REDSTONE

**Mr. Joseph A. Giunta**  
**Executive Director**  
**U.S. Army Contracting Command**  
**Redstone**





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# AGENDA

- Introduction – Mr. Joseph A. Giunta
- Strategic Services & Category Management
- ACC-Redstone Upcoming Requirements
- Secure Environment Contracting
- Transitioning Workload
- Advocate for Competition/Source Selection Panel
- Closing – Mr. Joseph A. Giunta







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# Advanced Planning Briefing To Industry

## ACC-Redstone Introduction

**U.S. Army Contracting Command  
Redstone  
Mr. Joseph A. Giunta**







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# Advanced Planning Briefing To Industry Strategic Services & Category Management

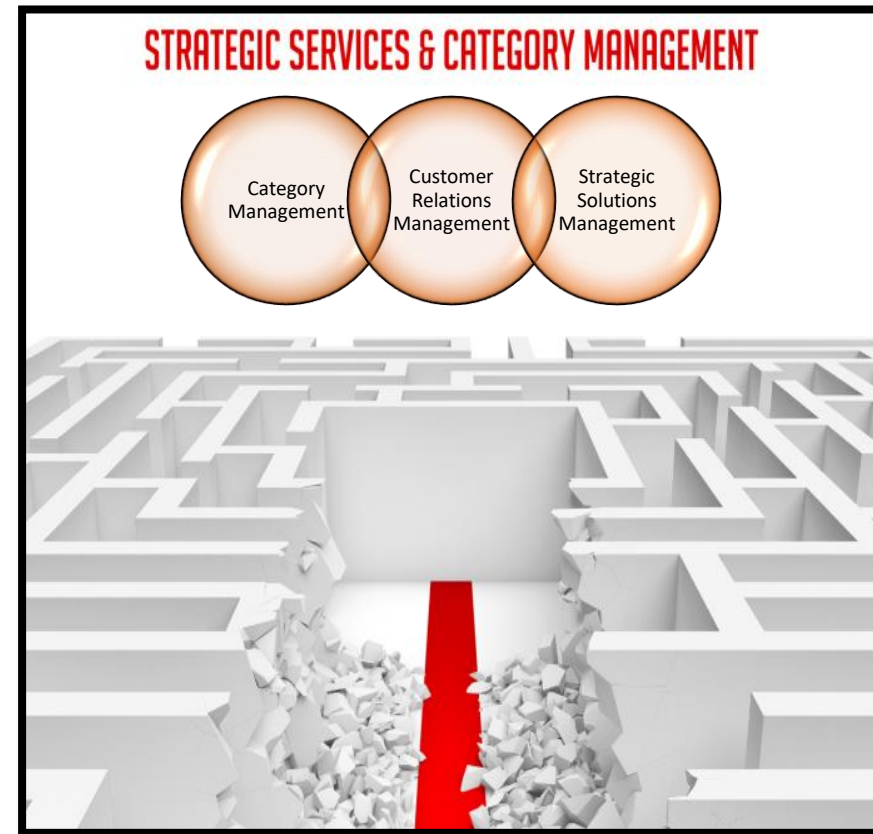
**Mr. Jordan D. Miller**  
**U.S. Army Contracting Command-**  
**Redstone**





# Strategic Services & Category Management (SSCM) Overview

- **Provide advice, guidance, and assistance to customers.**
  - ACC-RSA contracting professionals
  - Mission Partners
- **Responsibilities include:**
  - Management and implementation of CM;
  - Provide holistic strategic solutions management, e.g. EXPRESS;
  - Managing and nurturing customer relationships in support of optimizing the use strategic sources;
  - Engaging with Industry





# Strategic Services & Category Management (SSCM) Functions



## Army CM Liaison

Maintains abreast of all Army CM policies, guidance, and direction and supports all Army CM and Sourcing initiatives.



## Training & Education

Training services to mission partners, industry, and ACC-RSA personnel on CM strategy integration and source utilization.



## New Solutions Development

CM and Sourcing analysis to identify capability gaps that new strategic solutions can fill.



## Requirements Integration

Service customers in acquisition strategy and requirements development with focus on strong Strategic Sourcing considerations.

## Strategic Source Portfolio Expertise



Understanding the Strategic Source market for availability and applicability to address ACC-RSA Customer needs.

## Category Management Metrics



Analysis of ACC-RSA spend across 5 Army focused spend categories to reduce unaligned spend.

## EXPRESS Program Management

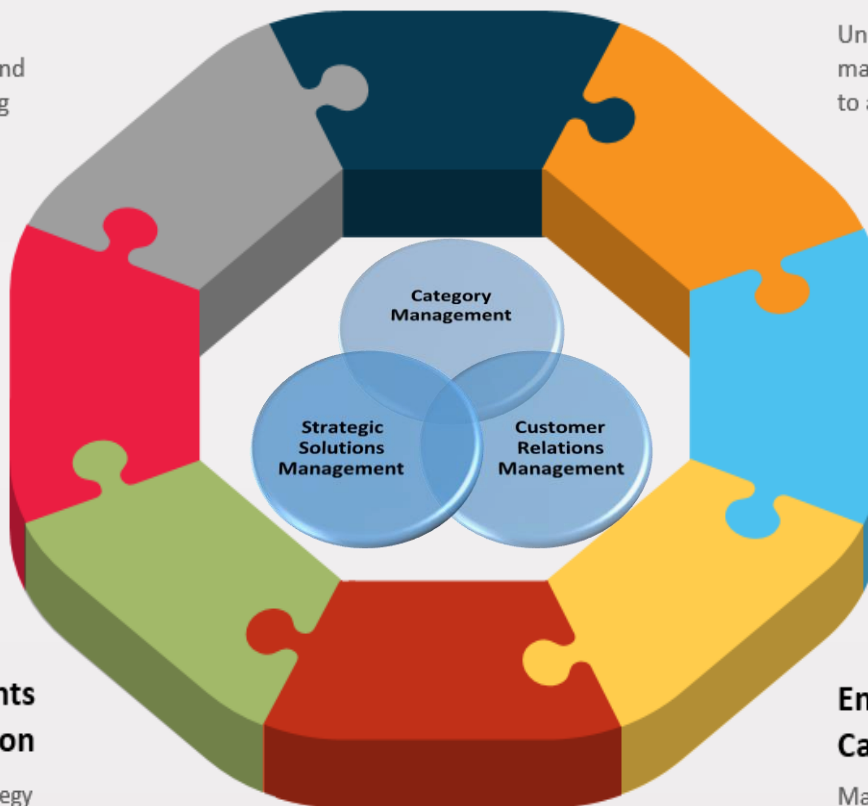


Serve as ACC-RSA SCO's Program Manager to oversee EXPRESS and manage program evolution and growth.

## Enterprise Customer Care



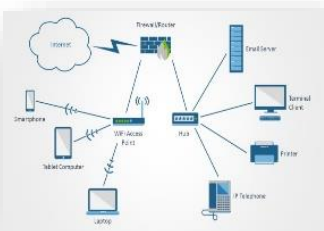
Manage ACC-RSA customer relations.







# Category Management (SSCM) Overview



## Information and Technology

- CIO G-6
- ARCYBER

Category Management is a structured approach to create categories for **Common Goods and Services** which enable the Federal Government to **eliminate** redundancies, **increase** efficiency and effectiveness, **achieve cost savings** and **enhance warfighter capabilities**



## Medical

- ASA(M&RA)
- The Surgeon General



## Construction

- ASA(CW)
- USACE



## Facilities

- ASA(IE&E)
- Army Materiel Command



## Professional Services

- ASA(ALT) – DASA(PPR)
- Army Futures Command



## Transportation and Logistics

- DCS G-4
- ASA(ALT) - TBD
- Army Materiel Command

## Overarching Category Management Goals

**Eliminate  
Redundancies**

**Set Standard  
Levels of Service**

**Generate Savings**





# EXPRESS Program Initiatives

- **EXPRESS Working Group.**
  - Formally established in February 2020.
  - Partnership between EXPRESS Program Management and Industry to address program related issues and topics
- **Exploration of expanding the Army customer base.**
  - Currently working a requirement for Army Futures Command (AFC) for Modernization Engineering Technical Support Services.
  - Interested in piloting delegation of procurement authority possibilities for Army customers that have requirements within the Business and Analytical and Logistics domains that are NOT currently using other Army vehicles.
  - Updating BPA language to allow for the potential for other Army users.
- **Enabling more remote work flexibilities.**
  - Prior to the pandemic, telework was only allowed for rare circumstances.
  - Updating BPA language to include new and flexible telework language that allows customer to determine level of telework at the task order level.
- **EXPRESS 360 Analysis to institutionalize a program focused on continuous improvement.**
  - Focused on improving the EXPRESS ordering process to create efficiency.
  - Output will be a revamped Ordering Guide.
- **Internal realignment of EXPRESS execution to align EXPRESS work into each ACC-RSA directorate's portfolio.**
- **Reduction of Time & Materials usage.**
  - Working with customers to develop more Firm Fixed Price requirements
  - Partnered with the Industry Working Group to develop a robust training initiative







# EXPRESS Resources

**EXPRESS Public Website:**

**<https://acc.army.mil/contractingcenters/acc-rsa/Express.html>**

**GSA Interact EXPRESS Site:**

**<https://interact.gsa.gov/group/army-contracting-command-redstone-acc-r-express>**

**Jordan D. Miller**

**Chief, Strategic Services & Category Management Division**

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**Chief, Strategic Solutions Branch**

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## ACC-Redstone Upcoming Requirements

**U.S. Army Contracting Command  
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# Missiles and Space Directorate, ACC-RSA

Ms. Rosemary Hill, Director  
Rosemary.hill.civ@mail.mil

Title/Requiring Activity	Description	Status/Schedule
<b>CCAM-LT Indirect Fire Protection Capability Increment 2 (IFPC Inc 2)</b>	<ul style="list-style-type: none"><li>• The U.S. Government's competitive program strategy for this effort has three (3) phases,</li><li>• <b>Phase 1</b> - The U.S. Government entered into no-cost Bailment Agreements with vendors to conduct U.S. Government and vendor M&amp;S, HWIL activities, and a live-fire Shoot-Off to demonstrate their proposed IFPC Inc-2 launcher–interceptor solution's ability to integrate with U.S. Army's Integrated Air and Missile Defense (IAMD) architecture. This phase will end with submission of proposals for a competitive Standalone Other Transaction Agreement (OTA) in late 3QFY21. Participation in the Shoot-Off is not a prerequisite to submit a competitive OTA proposal.</li><li>• <b>Phase 2</b> - Vendors may use their M&amp;S, HWIL, and Shoot-Off data to support their final proposals for the Phase 2 Full and Open Competitive OTA.</li><li>• <b>Phase 3</b> - Award a sole source production contract with options for the launcher-interceptor solution in 2QFY24 for launchers and associated interceptors.</li></ul>	<ul style="list-style-type: none"><li>• Bailment Agreements have been signed</li><li>• Preparing for the Shoot-Off,</li><li>• Developing Requirements Package in preparation for issuing the Solicitation for Phase 2.</li></ul>







# Modernization Directorate, ACC-RSA

Ms. Julia Kidd, Director  
Julia.a.kidd.civ@mail.mil

Title/Requiring Activity	Description	Status/Schedule
<b>S3I/PIF</b>	TORFQ 2021T-04 - Technical Support for Prototype Integration Facility (PIF)	<ul style="list-style-type: none"><li>• Evaluations complete</li><li>• Finalizing documentation in preparation for CRB Peer Review</li><li>• Anticipated Award in March 21.</li></ul>
<b>SRD</b>	TORFQ 2021T-05 - Technical Services – Engineering Support for the Aeromechanics Division	<ul style="list-style-type: none"><li>• Routing the T&amp;M D&amp;F for signature</li><li>• Anticipate release of solicitation Feb 2021</li><li>• Anticipate award in June 21.</li></ul>
<b>SRD</b>	TORFQ 2021B-01 - Business and Analytical Support for Aviation and Missile Center (AvMC)	<ul style="list-style-type: none"><li>• Developing Consolidation D&amp;F</li><li>• Developing T&amp;M D&amp;F</li><li>• Anticipate release of solicitation Apr 21</li><li>• Anticipate award in July 21</li></ul>
<b>AFC</b>	2021T-06 - Army Future's Command (AFC) MODERNIZATION ENGINEERING TECHNICAL SUPPORT SERVICES	<ul style="list-style-type: none"><li>• Routing T&amp;M D&amp;F for approval</li><li>• RFI issued 10 Dec 20</li><li>• Industry day scheduled for 09 Feb 21</li><li>• Anticipate release of Solicitation in March 21</li><li>• Anticipate award July 21</li></ul>
<b>SRD</b>	2021T-07 Technical Support for Technical Data Management Division	<ul style="list-style-type: none"><li>• RFI issued Jan 21</li><li>• Anticipate RFP release May 21</li><li>• Anticipate evaluation June 21</li><li>• Anticipate award Aug 21</li></ul>



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# Modernization Directorate, ACC-RSA

Title/Requiring Activity	Description	Status/Schedule
<b>S3I</b>	FOPR 026780 - Hardware in the Loop (HWIL) Aviation / OASIS	<ul style="list-style-type: none"><li>Awarded on 06 Jan 2021</li></ul>
<b>S3I</b>	FOPR 026783 - Hardware in the Loop (HWIL) Systems of Systems / OASIS	<ul style="list-style-type: none"><li>Awarded on 15 Jan 2021</li></ul>
<b>S3I</b>	FOPR 026786 - Hardware in the Loop (HWIL) Modeling and Simulation (M&S) Development / <b>OASIS</b>	<ul style="list-style-type: none"><li>RFP issued April 20</li><li>Finalizing Contract Doc and Reviews</li><li>Anticipate award in March 21</li></ul>
<b>S3I</b>	FOPR 026787 - Hardware in the Loop (HWIL) Missile / <b>OASIS</b>	<ul style="list-style-type: none"><li>Awarded on 1 Feb 20</li></ul>





# Modernization Directorate, ACC-RSA

Title/Requiring Activity	Description	Status/Schedule
<b>S3I</b>	FOPR 026788 - Modeling and Simulation (M&S) Aviation and Missile / OASIS	<ul style="list-style-type: none"><li>Awarded on 20 Jan 2021</li></ul>
<b>S3I</b>	FOPR 026789 - Modeling and Simulation (M&S) Systems Engineering / OASIS	<ul style="list-style-type: none"><li>RFP issued May 20</li><li>Finalizing Contract Doc and Reviews</li><li>Anticipate award in Feb 21</li></ul>
<b>S3I</b>	TORFQ 2020T-12 - Systems Security / EXPRESS	<ul style="list-style-type: none"><li>Anticipate TORFQ release in March 21.</li><li>Anticipate award July 21</li></ul>
<b>S3I</b>	TORFQ 2021T-01 - Technical Management SETA / EXPRESS	<ul style="list-style-type: none"><li>Anticipate TORFQ release in Feb 21</li><li>Anticipate award June 21</li></ul>







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# Modernization Directorate, ACC-RSA

Title/Requiring Activity	Description	Status/Schedule
<b>PEO AV FLRAA PMO</b>	Future Long Range Assault Aircraft (FLRAA) Program of Record (LIMITED SOURCES J&A APPROVED)	<ul style="list-style-type: none"><li>• Draft RFP issued 14 December 20</li><li>• Anticipate Formal RFP issuance on early June 21</li><li>• Anticipate award July 22</li></ul>
<b>SRD</b>	Analysis, Development, and Implementation of Manufacturing Technology for the Defense Industrial Base	<ul style="list-style-type: none"><li>• RFP issued Aug 20</li><li>• SSEB conducting evaluations</li><li>• Anticipate award March 21</li></ul>





# Aviation Directorate, ACC-RSA

Mr. Roderick Matthews, Director  
Roderick.r.matthews.civ@mail.mil

Title/Requiring Activity	Description	Status/Schedule
<b>Transport Aircraft Contractor Logistic Support (CLS) for the U.S. Army Fixed Wing (FW) Transport Fleet.</b>	<ul style="list-style-type: none"><li>• Full and Open Competition for Transport Aircraft CLS for the U.S. Army FW Transport Fleet which includes C-12, C-26, and C-35 Aircraft.</li><li>• Contract Type: Hybrid consisting of Firm-Fixed Price (FFP), Cost Reimbursable (CR), and Cost-Plus-Fixed-Fee (CPFF)</li><li>• Approximately 150 Government Owned and Government Operated (GOGO) Aircraft maintained by Contractor Personnel at 75 sites CONUS &amp; OCONUS.</li><li>• Funding Types: Predominately OMA however some APA and RDTE expected.</li><li>• NAICS: 488190, Other Support Activities for Air Transportation</li></ul>	<ul style="list-style-type: none"><li>• RFI to Industry via expected to be released SAM.gov first week of Feb 2021.</li><li>• Projected RFP release: OCT 2021</li><li>• Projected Award: MAR 2023</li><li>• PoP: 01 JUN 2023 – 31 MAY 2029 (Base + 5 Options)</li></ul>
<b>Soldier Unmanned Aircraft Systems (SUAS) Design and Development</b>	<ul style="list-style-type: none"><li>• Competitive Small Business Set-Aside for engineering, test, validation, verification, maintenance sustainment, and design related engineering requirements for the Rucksack Portable Unmanned Aircraft System.</li><li>• Contract Type: Indefinite Delivery Indefinite Quantity (IDIQ) Cost Plus Fixed Fee (CPFF). Selection based on Best Value/Trade-off</li><li>• Funding Types: RDTE and APA expected.</li><li>• NAICS: 541330, Engineering Services</li></ul>	<ul style="list-style-type: none"><li>• Pre-solicitation synopsis released mid FEB 2021</li><li>• Projected RFP release: MAR 2021</li><li>• Projected Award: JUL 2021</li><li>• PoP: JUL 2021 – JUL 2026 Jun 2023 (Base + 4 Options)</li></ul>





# AMCOM Directorate, ACC-RSA

Ms. Heidi Herron, Director  
Heidi.r.herron3.civ@mail.mil

Title/Requiring Activity	Description	Status/Schedule
UH-60 Power Unit, Gas Turbine / AMCOM Logistics Center (ALC)	Overhaul/upgrade of Power Unit, Gas Turbine for the UH-60 Blackhawk	<ul style="list-style-type: none"><li>• Full &amp; Open Competition</li><li>• Pre-Solicitation Notice posted 18 Dec 20 (W58RGZ-21-R-0063)</li><li>• Anticipated RFP release 15 Feb 21</li><li>• Anticipated Closing Date 16 Mar 21</li><li>• Anticipated Contract Award 30 Apr 21</li></ul>
UH-60 Blackhawk Generic Starters / AMCOM	Inspection and overhaul for the UH-60 Starter, Engine, Hydraulic.	<ul style="list-style-type: none"><li>• Full &amp; Open Competition</li><li>• First-time Procurement</li><li>• Anticipated RFP release 1 Apr 21</li><li>• Anticipated Closing Date 1 May 21</li><li>• Anticipated Contract Award 30 Jun 21</li></ul>
U.S. Army Parachute Team (USAPT) –Maintenance Services / U.S. Army Marketing & Engagement Brigade (MEB), Ft. Knox, KY	Maintenance activities to maintain two C-147A (DeHavilland DHC-8 315 Series) and three UV-18C (Viking Aircraft DHC-6 400 Series) multi-engine aircraft and associated ground support equipment.	<ul style="list-style-type: none"><li>• Acquisition Planning ongoing</li><li>• Full &amp; Open Competition - Potential SBSA</li></ul>
AMCOM Fleet Management Center Centralized Distribution Activities / AMCOM	Establish Wholesale Forward Supply Activities at Ft. Bliss, TX and Ft. Sill, OK consisting of the full spectrum of associated material management tasks for depot activities.	<ul style="list-style-type: none"><li>• Set-Aside: SDVOSB</li><li>• Anticipated RFP release 4 Feb 21</li><li>• Anticipated Closing Date 26 Mar 21</li><li>• Anticipated Contract Award 1 Jul 21</li></ul>







# AMCOM Directorate, ACC-RSA

Title/Requiring Activity	Description	Status/Schedule
Maintenance & Overhaul T701D Engine / AMCOM Logistics Center (ALC)	Inspection and Overhaul/Upgrade of the 701D Engine for the UH-60 Blackhawk and AH-64 Apache Weapon Systems.	<ul style="list-style-type: none"><li>• Limited Source Competition (Critical Safety Item)</li><li>• Anticipated Release Date 28 Feb</li><li>• Anticipated Close Date 31 Mar</li><li>• Anticipated Award Date 30 Apr</li></ul>
AH-64E Common Infrared Countermeasure System (CIRCM) A-Kits / IEW&S	Procurement of a Competitive Order against a Multi-Award IDIQ Logistics Support Facility (LSF) Contract for the Production of 170/ea, AH-64E Common Infrared Countermeasure System (CIRM) A-Kits	<ul style="list-style-type: none"><li>• Limited Source Competition among ID/IQ Holders</li><li>• Acquisition Planning Ongoing</li><li>• Anticipated Award Date 30 Jul 21</li></ul>





# SMD/SP Directorate, ACC-RSA

Mr. Stephen Hayes, Director  
Stephen.w.hayes2.civ@mail.mil

Title/Requiring Activity	Description	Status/Schedule
JFCC/IMD	Subject Matter Expert support to USSTRATCOM JFCC IMD as required by USSTRATCOM UCP - Title 10 responsibilities	<ul style="list-style-type: none"><li>• SETAS/OASIS POOL 3 WOSB Set-Aside</li><li>• RFP issued 15 Sep 20</li><li>• Under proposal evaluation</li><li>• Anticipate award in Mar 21</li></ul>
SMDC SMD CoE	Engineering and technical support for Army Capability Manager for Strategic Missile Defense	<ul style="list-style-type: none"><li>• SETAS/OASIS POOL 3 SDVOSB Set-Aside</li><li>• RFP issued 25 Jan 21</li><li>• Awaiting proposal submission</li><li>• Anticipate award in Apr 21</li></ul>
SMDC SMD CoE	Simulation Center Support - simulation support services for development and integration of systems	<ul style="list-style-type: none"><li>• 8(a) Set-Aside</li><li>• Anticipate RFP issuance on 26 Feb 21</li><li>• Finalizing solicitation requirements</li><li>• Anticipate award in Sep 21</li></ul>
SMDC Technical Center	Mission Planning, Advance Decision Support Data Analytics Tools and Cyber Hardening (MATCH)	<ul style="list-style-type: none"><li>• D3I Domain 2 – SB Set-Aside</li><li>• Anticipate RFP issuance on 8 Feb 21</li><li>• Finalizing solicitation requirements</li><li>• Anticipate award in June 21</li></ul>





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## Secure Environment Contracting

**Mr. Stephen Hayes**  
U.S. Army Contracting Command  
Redstone





# Secure Environment Contracting

## ➤ GOVERNING REGULATIONS

- AR 380-381 (Army Special Access Programs and Sensitive Activities, 21 April 2004)
- AR 715-30 (Secure Environment Contracting, 23 September 2019)
- Army Special Programs Directorate (ASPD) Memorandum (Subject: Alignment of Army Special Access Programs Contract with Secure Environment Contracting Cells, 23 November 2018)

## ➤ REVISIONS TO SECURE ENVIRONMENT CONTRACTING (SEC) OPERATING PROCEDURES

- Only those contract requirements containing “marked” documents classified at TS, SCI, and/or SAP security levels were executed using Secure Contracting Environment (SEC) procedures.
- Contract requirements for which DD 254 required access to or receipt/generation/storage of TS, SCI, and/or SAP information, but did not contain any such marked documentation, were executed without use of SEC procedures.
- ***Increased Army emphasis on protection of classified information requires the use of SEC procedures for any contract requiring access to or receipt/generation/storage of TS, SCI, and/or SAP information, even when such requirements do not contain any marked documentation.***

## ➤ IMPACTS

- Approximately 140 current unclassified contracts/task orders must be transitioned to SEC procedures.
- ACC-RSA SEC office staff must be significantly increased to accommodate surge in workload.
- Mission and Industry partners must be positioned to operate in the expanded SEC environment.
- Will implement a phased transition to mitigate adverse impacts to mission. Priority 1 - SAP ; Priority 2 – SCI ; Priority 3 - TS







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## ACC-Redstone Transitioning Workload

**Mr. Dan Cottrell**

**U.S. Army Contracting Command  
Redstone**





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# Transitioning Workload

- **Workload Transfers Scheduled for FY21; 6 Programs w/ 14 Contracts**
  - Golden Knights Maintenance from Air Force (1 Contract NLT 2<sup>nd</sup> QTR)
  - FT Rucker AVN Maintenance Service from MICC (1 Contract, NLT 3<sup>rd</sup> QTR)
  - Air Traffic Control Equipment from ACC-APG (1 Contract, NLT 4<sup>th</sup> QTR)
  - Night Eagle from ACC-ORL (1 Contract, NLT 4<sup>th</sup> QTR)
  - UAS: Raven, Puma, Future UAS from ACC-APG (3 Contracts, NLT 4<sup>th</sup> QTR)
  - TSMO Support “Classified” from ACC-ORL w/ 6 FTEs (7 Contracts, NLT 4<sup>th</sup> QTR)
- **OTA Transfers & Follow on Workload FY21: 2 Programs w/ 2 Contracts**
  - Precision Strike Missile (PrSM) System from ACC-NJ (1 Contract, 3<sup>rd</sup> QTR))
  - Short Range Reconnaissance from ACC-NJ (1 Contract, 4<sup>th</sup> QTR)
- **Workload Transfers Complete; 6 Programs w 120 Contracts (FY20-21)**
  - Lower Tier (PATRIOT) Engineering Services from ACC-NJ (1 Contract)
  - Precision Fires Launchers from ACC-NJ (1 Contract)
  - Apache Sensors from ACC-RI (102 Contracts)
  - Fixed Wing Pilot Services from ACC-APG (1 Contract)
  - Unmanned Aircraft Systems (UAS): Shadow, FMs, Saturn Arch from ACC-APG (15 Contracts)
  - IM SHORAD (Short Range Air Defense) from ACC-NJ (OTA) (1 Contract)

As of FEB 16. 2021







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# Advanced Planning Briefing To Industry

## Advocate for Competition/Source Selection Division

**Ms. Ginger Rosacia**  
U.S. Army Contracting Command  
Redstone





# Introduction

## ACC-RSA Advocate for Competition (AFC):

Ms. Virginia (Ginger) Rosacia

Phone: 256-876-4639

Email: [Virginia.a.rosacia2.civ@mail.mil](mailto:Virginia.a.rosacia2.civ@mail.mil)

## AFC Team:

Ms. Jana Bunch

Source Selection Support  
Center of Excellence  
(S3COE) Team







# AFC Priorities

- Ensure use of competitive strategies to maximum extent
- Identify strategies to compete historically non-competitive requirements
- Develop alternate sources to enhance both cost effectiveness and expansion of the industrial base.
- Seek to improve competition
- Support spare parts breakout programs
- Challenge specific requirements that could result in unjustified noncompetitive acquisitions.
- Address and resolve organizational barriers to competition
- Reporting to DASA(P)





# AFC Topics for Discussion

- ACC-RSA AFC assumed responsibility for the Competition Program from AMCOM Competition Management Office (CMO) in October 2019
- FY21 Competition Goal: 21.5%
- New leadership at ODASA(P)
- Acquisition Center of Excellence (ACE) Pilot Program

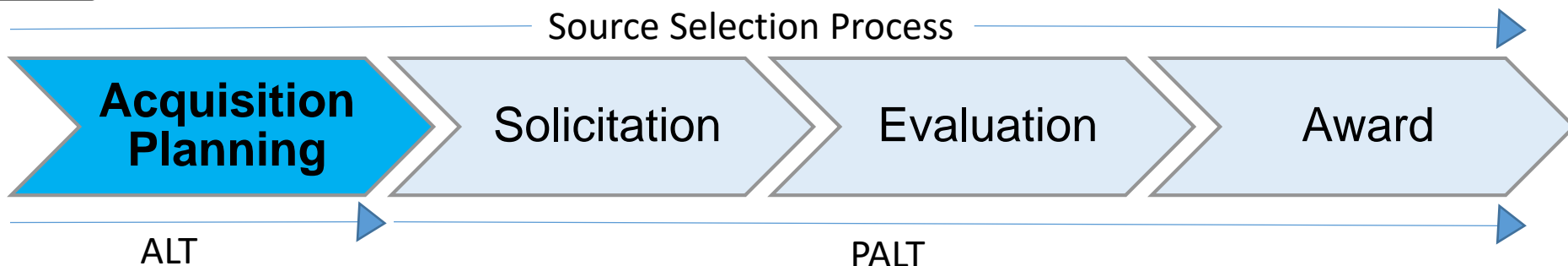
**We want to hear from you!**

- What competitive challenges do you face?
- Do you have ideas for how to break down barriers to competition?
- Contact: [usarmy.redstone.acc.list.acc-rsa-afc@mail.mil](mailto:usarmy.redstone.acc.list.acc-rsa-afc@mail.mil)





# Panel Discussion- Acquisition Planning



- Current trends in Requirement Development
- Early and Frequent Engagement with Industry for Best Results
  - Importance of Market Research
  - OFPP Myth-Busting 2 Memo “Addressing Misconceptions and Further Improving Communication During the Acquisition Process”
- How Can Industry Help?
  - Respond to Requests for Information/Comments
  - Attend Industry Days
  - Provide Capability Briefings





# Panel Discussion- PALT

Acquisition  
Planning

**Solicitation**

**Evaluation**

**Award**

- OMB Memo dated January 14, 2021 “Reducing procurement administrative lead time [PALT] using modern business practices”
  - Established a common definition of PALT across federal procurements
  - Collection of data in the Federal Procurement Data System- Next Generation
  - Business practices and technologies to reduce PALT
- Recent Best Practices/Lessons Learned from ACC-RSA
- How Can Industry Help?
  - Respond to draft solicitations
  - Submit quality proposals
  - Submit feedback to agency following award







# Panel Discussion- GAO Bid Protests

## Bid Protest Statistics for Fiscal Years 2016-2020

	FY2020	FY2019	FY2018	FY2017	FY2016
Cases Filed <sup>1</sup>	2149 (down 2%) <sup>2</sup>	2198 (down 16%)	2607 (less than 1% increase)	2596 (down 7%)	2789 (up 6%)
Cases Closed <sup>3</sup>	2137	2200	2642	2672	2734
Merit (Sustain + Deny) Decisions	545	587	622	581	616
Number of Sustains	84	77	92	99	139
Sustain Rate	15%	13%	15%	17%	23%
Effectiveness Rate <sup>4</sup>	51%	44%	44%	47%	46%
ADR <sup>5</sup> (cases used)	124	40	86	81	69
ADR Success Rate <sup>6</sup>	82%	90%	77%	90%	84%
Hearings <sup>7</sup>	1% (9 cases)	2% (21 cases)	0.51% (5 cases)	1.70% (17 cases)	2.51% (27 cases)

### Most Common Reasons for Sustained Protests in FY20:

- 1 - Unreasonable Technical Evaluation
- 2 - Flawed solicitation
- 3 - Unreasonable Cost or Price Evaluation
- 4 - Unreasonable Past Performance Evaluation





# Closing Remarks

- Closing remarks from AFC
- Industry Q&A session with Panel

